

MIDCAREER COURSE NO. 17

COURSE REPORT

SECRET

DTR-2050

Midcareer Executive Development Course No. 17

Course ReportGeneral Observations

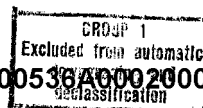
Midcareer Course #17 was conducted during the period 21 July to 30 August 1968. It was the second Midcareer Course to be run during prime summer vacation time. Except for some minor scheduling problems and schedule readjustments during the course, it was run without any crises or flaps.

Almost to a man the students of the 17th described the Midcareer Course as the highest quality and best organized and administered course they had ever attended in the Agency. One of the students summed up what appeared to be the prevailing attitude of the class as follows: "The course is great! Leave it alone. Don't change a thing."

This class seemed more enthusiastic, spirited and committed than any of its predecessors. Particularly noticeable during this course was the total lack of "loners" or non-participants among the students. They all were involved and committed and helped make this an exceptionally fine running.

The course was opened by Vice Admiral Rufus Taylor on 17 July 1968 in the USIB conference room. His thoughtful and well-chosen remarks as well as his genial presence set just the right mood and got the course off to a good start. The Director appeared for the final meeting of the class on 30 August 1968. At his request, Mr. Helms' meeting with the class was moved up from the usual late afternoon to a late morning spot. As he often does he chose to have the students address questions to him. The Director was in unusually inspiring form, informal and relaxed, and the class responded with a barrage of well-chosen and pertinent questions. Unfortunately the period was cut somewhat short because of a luncheon appointment the Director had at the White House.

We did not schedule a commencement speaker for this running, since his speech would have had to be scheduled for the afternoon of the last day, and thus have been an anticlimax to the meeting with the

*P. 10/14***SECRET**

SECRET

Director. Recent and past experiences in recruiting a distinguished and well known personage as a commencement speaker suggest that we lay on this important session at least three months in advance.

Phase I

Almost without exception the students found the Managerial Grid phase of the course highly rewarding and useful. Although here and there a few recommendations were made for changes or additions to this phase, the students were in general agreement that their experience in the Grid would indeed result in increasing their managerial effectiveness. They felt that it was the perfect opening week for the course. Several students mentioned that more permanent value would be derived from the Grid if it were followed by a second week of organizational study.

Phase II

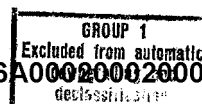
The majority of the students found this the most valuable segment of the course. They thought Phase II was well-structured and most of the speakers were rated from good to outstanding. Although a few of the talks were somewhat less than inspiring, there were no really below par presentations delivered during Phase II or in Phase III for that matter. From student critiques and our own observations we were unable to single out any component as doing a superior job to any of the others. All appeared to do equally well in providing the class with a well-balanced, overall picture of the components' functions and activities.

25X1A

Perhaps the high point of Phase II was the evening session at [REDACTED] with Tom Karamessines. Although all the Deputy Directors did superb jobs and were extremely well received by the students, this session was unique in that it marked the first time that the Deputy Director for Plans had come to [REDACTED] for an evening discussion period with the midcareerists. After a brief opening talk Mr. Karamessines threw the meeting open to questions. He did an outstanding job of presenting the Clandestine Services to the midcareerists, and he was painstaking and candid in answering their questions. When it was time to conclude the question period at the end of the customary two hours, Mr. Karamessines requested that we continue, and the session went on for another hour. Arrangements have already been made for a return engagement by Mr. Karamessines in the next running of the course.

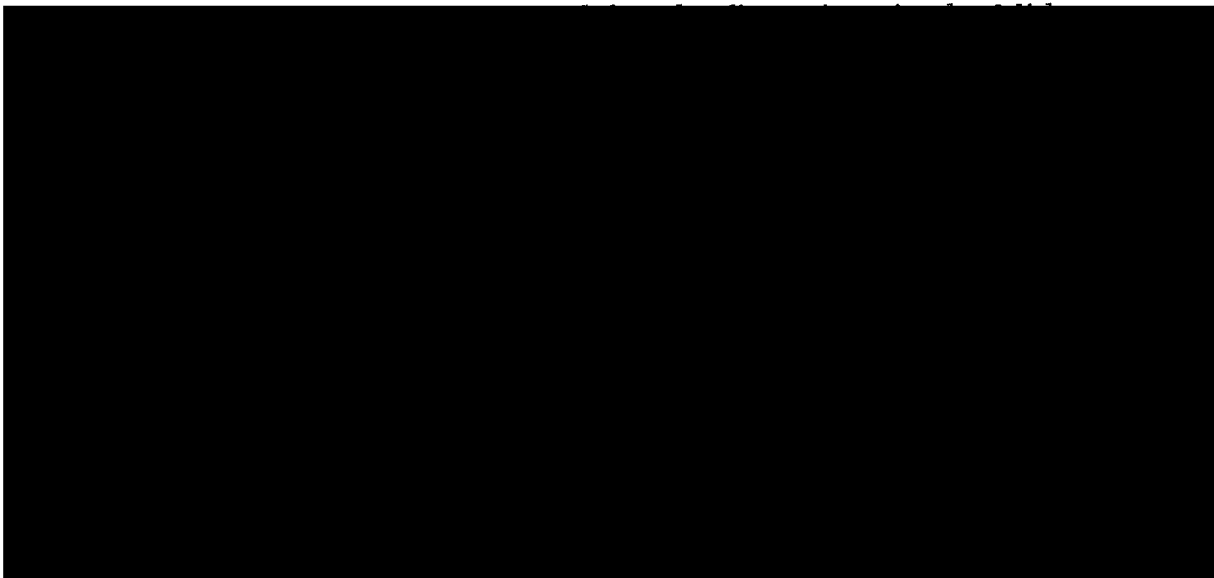
error!

SECRET



SECRET

25X1A



and was very well received by the class.

25X1A

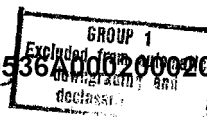
Special mention should be made that for the first time since the earliest days of the Midcareer Course all four Deputy Directors were able to come to [REDACTED] and give the lead-off presentation for their components. Most of the students expressed their appreciation of this and in particular the fact that all four Deputy Directors made themselves available for informal evening sessions at [REDACTED]. Undoubtedly their presence did more to insure the success of Phase II than any other factor.

25X1A

Phase III

The great majority of the students had only high praise for the content and scope of Phase III. Several of the students thought it the best and most stimulating phase of the course. Appearing for the first time in the Midcareer Course was Myron L. Koenig, Dean for Academic Relations of the State Department's Foreign Service Institute. In his lead-off presentation to Phase III, Dr. Koenig spoke on "The American Mask." His stimulating and provocative talk on U.S. in world affairs and the U.S. and Americans as seen by non-Americans was one of the outstanding presentations of the entire course. Also appearing for the first time as speakers in Phase III were two gentlemen who did such excellent jobs that we hope to have them back for future runnings of the course. These two were Dr. Herbert Dinerstein, School of Advanced International Studies, Johns Hopkins University, who spoke

SECRET



SECRET

on "Soviet Foreign Policy" and Charles L. Clapp, formerly legislative assistant to Senator Saltonstall and the late President Kennedy, when he served in the Senate. Mr. Clapp, who spoke on the subject of Congressional Dynamics, is now a Special Assistant to the Secretary for the Smithsonian Institution.

The field trip this time took the Midcareer Group first to the NASA launch facilities at Cape Kennedy, Florida, then to the Manned Spacecraft Center at Houston, Texas, and finally to the 90th Missile Wing at Warren Air Force Base near Cheyenne, Wyoming. Highlights of the field trip were of course the visit to the Apollo/Saturn 5 Launch Complex at Cape Kennedy and Minuteman Sites near Cheyenne. We were unable to schedule the NASA installations in the regular order, i. e., commencing with Houston and winding up with Cape Kennedy. The reverse order in which this group visited the two NASA facilities considerably lessened the impact of the Manned Spacecraft Center at Houston. All in all the trip was a great success.

Individual Student Presentations

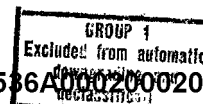
Almost all of the students singled out the individual student presentations as an invaluable and integral part of the course. Some of the students even thought that they derived more from these presentations than any other part of the course. During this running these presentations were equally divided between Phase II and III. For the next course we plan to schedule most of the individual presentations in Phase II, since they appear to have more impact during the Agency phase of the course.

Miscellaneous:

20 (212) The class profile of MEDC #17 indicates 3 - GS-15's, 9 - GS-14's, 22 - GS-13's and 2 - GS-12's. The average age was 40.5, the age range 33 to 47 and the average grade GS-13.3. Attachment A is a roster of the students along with some vital data on each. As mentioned earlier, this class seemed to have an unusual and contagious esprit which impressed visiting speakers and staff alike. One example of this esprit is that the group has already had a post-course get-together, with more planned. During this get-together the class gave special recognition to [REDACTED] for the splendid job he did in his last course running before becoming OTR Registrar.

25X1A

SECRET



~~SECRET~~

Overall Verbatim Comments

Twenty-four out of thirty-four students wrote overall comments. One paper was unidentified as to Directorate.

O/DCI Midcareerists

"The course as a whole is worthwhile. While it would be easy to point to one or two poor speakers, or one or two topics that may not be particularly useful, that would not really dilute my on balance impression that the course is a good one, and that the friendships and contacts made during the course will perhaps be the most valuable long term gain from having participated in it."

DDS&T Midcareerists

"This was an excellent training course. I place high value on what I have learned, received and seen. The course accomplished all the tasks and goals that I thought it could. Six weeks is a long time away from the office, but I feel it is well worth it. The Agency has provided an excellent opportunity both for itself and students. I think advantage was gained on both sides. Congratulations to the staff and faculty."

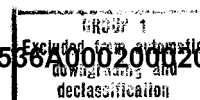
"Really enjoyed MCC and considered it of value in my job. Much of it was stimulating. While some speakers missed the point, they (Phase II) were the men to meet. Can not think of any major changes as you obviously have a well planned session. Minor points are: (a) expand on meaning of Grid exercises, (b) give individual presentations earlier so they are complete in Phase II, (c) include more real parameters in trip briefings. Cut down on NASA; include Navy or Army."

"Six weeks is too much time to devote to the course. A suggested outline for approximately twenty working days follows: Phase I - 5 days, Phase II - 8 days, Phase III - 7 days, for a total of twenty days. The course is well conceived. Organization is very good, and implementation, i. e., facilities and monitoring, was very well handled."

DDP Midcareerists

"An excellent, well-programmed means of exposing what will hopefully be the Agency's future management to the vastness of the

~~SECRET~~



SECRET

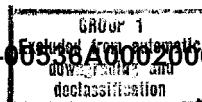
Agency's varied operations and responsibilities, those of the Intelligence Community as a whole, the hitherto only vaguely understood relationship of the Agency to the White House, etc. A most important plus is the opportunity the course offers to put in personal contact the officers from all wings of the Agency; the friendships formed here will be lasting and will definitely contribute to better understanding, co-ordination, and effectiveness of its overall operations. The success of the course can be credited to the very fine, informal, conscientious, committed efforts of the staff. Just enough staffing--not too little or too much--a very difficult balance to achieve."

"The course as a whole was excellent. Much credit should go to the three instructors. They have put a lot of work into arrangements for good and competent speakers. The instructors have been able to maintain a high level of student interest and enthusiasm throughout the course--it was not easy. The first week of the Grid was good, as was the remainder of the course. Now comments: I would suggest that the course be made a seven-week course and the Advanced or Senior Management Course be added at the end. I suggested at one time that this course be substituted for the field trip. This still stands as a secondary objective. I would further suggest that the possibility of reducing the cost of the field trip by utilizing such nearby installations as the Goddard Space Center at Greenbelt, Maryland, vs. Houston, and possibly Fort Bragg Special Warfare Center to replace Warren AFB, and that some attention be given to the military and space complex at Norfolk; they have the Langley Space Center, the Norfolk Naval Base with aircraft carriers, nuclear subs, and a naval air station. This would reduce the cost of the tour by about 70 percent, (air costs). For further information on these installations, please contact [REDACTED] I loved every minute of the course."

25X1A

"As a returnee from five years overseas, I found the course most valuable and appropriate in my particular case. Especially interesting and beneficial were the DDS&T, NPIC and DDS presentations. The trip was a useful capstone to the new exposure to missilery and concepts of nuclear strategy. Not least among the benefits was the opportunity to have a frank, knowledgeable discussion with peer counterparts from different career services and to gain an understanding of their problems and contributions to the organization. The OTR course staff were outstanding in keeping things moving and maintaining informally a high level of interest and co-operation from a lively and self-confident group. All in all the most rewarding training and orientation experience in my 19 years with the Agency. The Grid is well worth the time and money invested in it."

SECRET



SECRET

"This has been an extremely valuable, broadening and informative experience. One of the most rewarding aspects has been learning of the experiences and work of other members of the class. I had a couple of periods of extreme fatigue. I don't know what could be done to avoid this, but it certainly affected my participation and what I got out of the course during those periods. I think the course will have more meaning if there is some follow-up; an attempt to continue to inform and exploit this and prior and following groups of middle-managers. I think an effort should be made to orient the course more to Agency activities--perhaps, for example, DDPers should have a formal session or two together during the course. The Grid might be more Agency-oriented. Special thanks for the consideration and helpfulness of the course 'attendants.' They were unfailing in their good humor during what must have frequently been trying and tedious times for them. They helped make the course more meaningful."

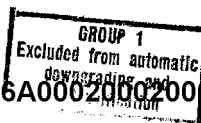
"The administration of the course was excellent, and the organizers, staff who accompanied us, etc. made the trip run very smoothly. Continue the policy of having several GS-15's in the course. Be careful not to let the quality of the students slip. Students who don't contribute take up space which could be occupied by others who would add to the course for other participants."

"This was the most rewarding training experience I've had since entering on duty. My appreciation of this Agency's efforts and those of other members of the defense community has been considerably broadened. There are highs and lows in any course covering as much ground as this one did. The overall impact of the course, however, was very strong. I believe the staff, and particularly [REDACTED] are to be commended for making 'this the 17' an extremely rewarding experience."

25X1A

"In general I would say that this course was well planned and executed. The staff running it did an outstanding job, were cooperative, helpful and certainly humorous at all times. The most significant thing that I obtained from the course was an overview of the Agency's position within the Intelligence Community and the U.S. Government. After ten years in the DDP my own views were definitely 'tribal,' and I had little knowledge on what functions and duties were being performed by the other Directorates, particularly the DDI and the DDS&T. I now believe that I have a pretty good grasp of what the Agency is

-7-

SECRET

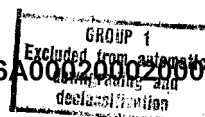
~~SECRET~~

doing, and what it should be doing in the future, and that this will allow me to relate this to my own function within the Clandestine Service. We are all human and the personal friendships made in this course with officers from the other components will also be a long term benefit. When trying to work within the Agency it is always important to have personal contacts with whom you can place your trust. I believe the officers attending the course got to know each other pretty well and that many of the friendships will be both professionally and personally rewarding. The Managerial Grid in Phase I also was most useful. This gave you a good insight into your own way of handling and managing people, how other people do it and what is the best way of doing it. I feel that this phase of the course will give me and the Agency long term benefits in the management field. I would also like to recommend that consideration be given to possibly adding a week or two of Advanced Management Planning to the course. Possibly the last week at HQ of the presently structured course could be dropped and the planning course could be inserted. I feel that many of the officers attending the Midcareer Course are already in need of this type of training which is becoming so important within the Agency."

DDI Midcareerists

"Superior to any Agency course I have had! Well thought out and organized. Few improvements can be made--perhaps some thought should be given to including more on management--e.g. Grid - 1 week, CIA - 1 1/2-2 weeks, Advanced Management Course - 1 week (include a week-end), 1 1/2-2 weeks - Part III. The staff did an excellent job. They all have my particular thanks."

"The course, in my opinion, made its greatest impact in giving us the opportunity to hear from the Directorate, Office, and Division heads on the work being done by their components. The overall view and the opportunity given to ask questions of these men was invaluable. Next in value were the talks by outside visitors, which on the whole, were excellent. The field trip and the Grid exercise was the least valuable part of the course except as it served as a means of imparting a sort of esprit de corps. This week might be detached and combined with one or two weeks of case history studies in management, with this reservation, the course is excellent in my view. Of the other OTR courses I have had, it ranks with the Operations Familiarization Course as the best."

~~SECRET~~

SECRET

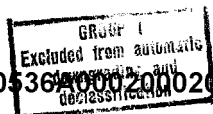
"I consider this course the most valuable single exposure to community and national procedures that I have had to date. Other seminars show organization and have a limited content of appropriate subject matter, but none cover the entire field so well. The hours of laborious organization and coordination were evident from start to finish, and the staff is to be commended for its work. They actually provided the cohesive force that brought separate personalities and subjects into a single, smooth-running operation. The comraderie developed here will carry over."

"Overall extremely worthwhile. I return to my regular salt mine with a fresh appreciation for the entire organization and a little less ready to accept pseudo barriers to doing a better job that are clearly in conflict with the wishes of our higher management."

"Despite several shortcomings, I found the course to be a rewarding experience, especially in the insights it provided concerning the activities of other components of the Agency. Although some of the speakers were lousy, the information did come across. Such a course is especially necessary at 'midcareer' in a compartmented Agency such as ours."

25X1A "I believe the course as a whole was of much value and was beneficial in every respect. Certainly I leave the course with an expanded view of the Agency, the Intelligence Community, the U.S. Government and world affairs. My view is far less parochial than it was before taking the course. The instructors did an excellent job in all respects and the success of the program is in large part due to their effort. I would suggest one change in course organization, i. e., I would hold the fourth week at [REDACTED] rather than at 1000 Glebe."

"The course was excellent and very rewarding. Perhaps its strongest point was the opportunity to meet and talk with other members of the Agency. All of us had informal discussions on work-related problems and criticism of one another's components. I found this very constructive and have obtained several good ideas on my component's intelligence product. A follow-up 'refresher' of perhaps one-week's duration a couple of years in the future would be most useful, assuming midcareer participants have stepped up the GS ladder. During this refresher phase, full concentration would be given to management problems, reflections on how the midcareer had application, and interface with the DDI, DDP, DDS, and DDS&T Directors only."

SECRET

SECRET

DDS Midcareerists

"It's great! The course was well worth the six weeks time it occupied. I feel that I would have derived greater benefit to the Agency and myself had I attended this course at age 35 vice 46. Lastly, credit must be given to the course monitors for a job well done."

"Excellent. Well directed and managed. A credit to the organization, Office of Training and the OTR staff."

"Excellent! Rewarding! Well worth the time! Definitely feel that my career has been greatly enhanced."

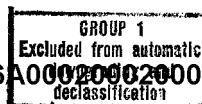
"I consider my selection for the course not just as an honor, but a unique opportunity to develop an overview of the Intelligence Community, a broadening of my understanding of world events and political relationships, the strategic posture of our country, equally important, the development of friendships with the other members of the course."

"Possibly the most rewarding aspect of the Midcareer Course was the discovery of the unusually high degree of competence, intelligence, and commitment of Agency officers at their midcareers (if our management really sees a career as having a beginning, a middle, and an end phase). The course also succeeds in its horizon-broadening objective--there is a big country out there, and not everything the Agency does is fumbled, as a whole."

Unidentified Midcareerist

"The one result of the course that probably will have the most lasting result was the fact that everyone had the opportunity to see all aspects of the Agency through constant contact with a diversified group within the Agency. A result of this course is a much greater appreciation of the overall efforts of the Agency and community as a whole. Contacts were made during the course that cannot help but make the everyday responsibilities of the job much easier to handle. These contacts over the years should make the job much easier if they are maintained."

SECRET



Approved For Release 2000/04/18 : CIA-RDP80-00536A000200020001-1
25X1A

Next 1 Page(s) In Document Exempt

Approved For Release 2000/04/18 : CIA-RDP80-00536A000200020001-1

SECRET

Midcareer Executive Development Course No. 17

Course Report

General Observations

Midcareer Course #17 was conducted during the period 21 July to 30 August 1968. It was the second Midcareer Course to be run during prime summer vacation time. Except for some minor scheduling problems and schedule readjustments during the course, it was run without any crises or flaps.

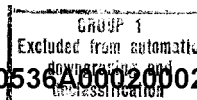
Almost to a man the students of the 17th described the Midcareer Course as the highest quality and best organized and administered course they had ever attended in the Agency. One of the students summed up what appeared to be the prevailing attitude of the class as follows: "The course is great! Leave it alone. Don't change a thing."

This class seemed more enthusiastic, spirited and committed than any of its predecessors. Particularly noticeable during this course was the total lack of "loners" or non-participants among the students. They all were involved and committed and helped make this an exceptionally fine running.

The course was opened by Vice Admiral Rufus Taylor on 17 July 1968 in the USIB conference room. His thoughtful and well-chosen remarks as well as his genial presence set just the right mood and got the course off to a good start. The Director appeared for the final meeting of the class on 30 August 1968. At his request, Mr. Helms' meeting with the class was moved up from the usual late afternoon to a late morning spot. As he often does he chose to have the students address questions to him. The Director was in unusually inspiring form, informal and relaxed, and the class responded with a barrage of well-chosen and pertinent questions. Unfortunately the period was cut somewhat short because of a luncheon appointment the Director had at the White House.

We did not schedule a commencement speaker for this running, since his speech would have had to be scheduled for the afternoon of the last day, and thus have been an anticlimax to the meeting with the

SECRET



~~SECRET~~

Director. Recent and past experiences in recruiting a distinguished and well known personage as a commencement speaker suggest that we lay on this important session at least three months in advance.

Phase I

Almost without exception the students found the Managerial Grid phase of the course highly rewarding and useful. Although here and there a few recommendations were made for changes or additions to this phase, the students were in general agreement that their experience in the Grid would indeed result in increasing their managerial effectiveness. They felt that it was the perfect opening week for the course. Several students mentioned that more permanent value would be derived from the Grid if it were followed by a second week of organizational study.

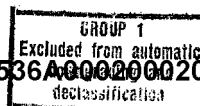
Phase II

The majority of the students found this the most valuable segment of the course. They thought Phase II was well-structured and most of the speakers were rated from good to outstanding. Although a few of the talks were somewhat less than inspiring, there were no really below par presentations delivered during Phase II or in Phase III for that matter. From student critiques and our own observations we were unable to single out any component as doing a superior job to any of the others. All appeared to do equally well in providing the class with a well-balanced, overall picture of the components' functions and activities.

25X1A

25X1A Perhaps the high point of Phase II was the evening session at [REDACTED] with Tom Karamessines. Although all the Deputy Directors did superb jobs and were extremely well received by the students, this session was unique in that it marked the first time that the Deputy Director for Plans had come to [REDACTED] for an evening discussion period with the midcareerists. After a brief opening talk Mr. Karamessines threw the meeting open to questions. He did an outstanding job of presenting the Clandestine Services to the midcareerists, and he was painstaking and candid in answering their questions. When it was time to conclude the question period at the end of the customary two hours, Mr. Karamessines requested that we continue, and the session went on for another hour. Arrangements have already been made for a return engagement by Mr. Karamessines in the next running of the course.

-2-

~~SECRET~~

SECRET

Approved For Release 2000/04/18 : CIA-RDP80-00536A000200020001-1

25X1A Three new speakers appeared for the first time in the Midcareer
25X1A Course. They were: [REDACTED] Chief, Western Hemisphere
25X1A Division; [REDACTED] Chief of Operations, Africa Division; and
[REDACTED] Chief, Covert Action Staff. As our speaker on "Manage-
ment of an Area Division," we were able to get [REDACTED] Chief,
25X1A WH Division, to substitute for [REDACTED] who was unavail-
able. [REDACTED] did an exceptionally fine job, and we hope to have
25X1A him back in some future runnings of the course. [REDACTED] spoke on
25X1A "Small Station Activities," and [REDACTED] on "The Role of the Covert
Action Staff." The two latter speakers did very creditable jobs and
were generally well received by the students.

25X1A

25X1A

25X1A

25X1A Although he had addressed earlier courses on his experiences as
Chief of Station, [REDACTED] appeared during this running
for the first time in his capacity of Legislative Counsel. He gave an
excellent picture of the role of the Legislative Council and his staff
and was very well received by the class.

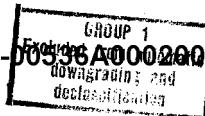
25X1A Special mention should be made that for the first time since the
earliest days of the Midcareer Course all four Deputy Directors were
able to come to [REDACTED] and give the lead-off presentation for their
components. Most of the students expressed their appreciation of this
and in particular the fact that all four Deputy Directors made them-
selves available for informal evening sessions at [REDACTED]. Un-
doubtedly their presence did more to insure the success of Phase II
than any other factor.

25X1A

Phase III

The great majority of the students had only high praise for the
content and scope of Phase III. Several of the students thought it the
best and most stimulating phase of the course. Appearing for the first
time in the Midcareer Course was Myron L. Koenig, Dean for Academic
Relations of the State Department's Foreign Service Institute. In his
lead-off presentation to Phase III, Dr. Koenig spoke on "The American
Mask." His stimulating and provocative talk on U.S. in world affairs
and the U.S. and Americans as seen by non-Americans was one of the
outstanding presentations of the entire course. Also appearing for
the first time as speakers in Phase III were two gentlemen who did
such excellent jobs that we hope to have them back for future runnings
of the course. These two were Dr. Herbert Dinerstein, School of
Advanced International Studies, Johns Hopkins University, who spoke

SECRET



~~SECRET~~

on "Soviet Foreign Policy" and Charles L. Clapp, formerly legislative assistant to Senator Saltonstall and the late President Kennedy, when he served in the Senate. Mr. Clapp, who spoke on the subject of Congressional Dynamics, is now a Special Assistant to the Secretary for the Smithsonian Institution.

The field trip this time took the Midcareer Group first to the NASA launch facilities at Cape Kennedy, Florida, then to the Manned Spacecraft Center at Houston, Texas, and finally to the 90th Missile Wing at Warren Air Force Base near Cheyenne, Wyoming. Highlights of the field trip were of course the visit to the Apollo/Saturn 5 Launch Complex at Cape Kennedy and Minuteman Sites near Cheyenne. We were unable to schedule the NASA installations in the regular order, i. e., commencing with Houston and winding up with Cape Kennedy. The reverse order in which this group visited the two NASA facilities considerably lessened the impact of the Manned Spacecraft Center at Houston. All in all the trip was a great success.

Individual Student Presentations

Almost all of the students singled out the individual student presentations as an invaluable and integral part of the course. Some of the students even thought that they derived more from these presentations than any other part of the course. During this running these presentations were equally divided between Phase II and III. For the next course we plan to schedule most of the individual presentations in Phase II, since they appear to have more impact during the Agency phase of the course.

Miscellaneous:

The class profile of MEDC #17 indicates 3 - GS-15's, 9 - GS-14's, 22 - GS-13's and 2 - GS-12's. The average age was 40.5, the age range 33 to 47 and the average grade GS-13.3. Attachment A is a roster of the students along with some vital data on each. As mentioned earlier, this class seemed to have an unusual and contagious esprit which impressed visiting speakers and staff alike. One example of this esprit is that the group has already had a post-course get-together, with more planned. During this get-together the class gave special recognition to [REDACTED] for the splendid job he did in his last course running before becoming OTR Registrar.

~~SECRET~~

SECRET

Overall Verbatim Comments

Twenty-four out of thirty-four students wrote overall comments. One paper was unidentified as to Directorate.

O/DCI Midcareerists

"The course as a whole is worthwhile. While it would be easy to point to one or two poor speakers, or one or two topics that may not be particularly useful, that would not really dilute my on balance impression that the course is a good one, and that the friendships and contacts made during the course will perhaps be the most valuable long term gain from having participated in it."

DDS&T Midcareerists

"This was an excellent training course. I place high value on what I have learned, received and seen. The course accomplished all the tasks and goals that I thought it could. Six weeks is a long time away from the office, but I feel it is well worth it. The Agency has provided an excellent opportunity both for itself and students. I think advantage was gained on both sides. Congratulations to the staff and faculty."

"Really enjoyed MCC and considered it of value in my job. Much of it was stimulating. While some speakers missed the point, they (Phase II) were the men to meet. Can not think of any major changes as you obviously have a well planned session. Minor points are: (a) expand on meaning of Grid exercises, (b) give individual presentations earlier so they are complete in Phase II, (c) include more real parameters in trip briefings. Cut down on NASA; include Navy or Army."

"Six weeks is too much time to devote to the course. A suggested outline for approximately twenty working days follows: Phase I - 5 days, Phase II - 8 days, Phase III - 7 days, for a total of twenty days. The course is well conceived. Organization is very good, and implementation, i. e., facilities and monitoring, was very well handled."

DDP Midcareerists

"An excellent, well-programmed means of exposing what will hopefully be the Agency's future management to the vastness of the

SECRET

Excluded from automatic
downgrading and
declassification

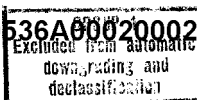
SECRET

Agency's varied operations and responsibilities, those of the Intelligence Community as a whole, the hitherto only vaguely understood relationship of the Agency to the White House, etc. A most important plus is the opportunity the course offers to put in personal contact the officers from all wings of the Agency; the friendships formed here will be lasting and will definitely contribute to better understanding, co-ordination, and effectiveness of its overall operations. The success of the course can be credited to the very fine, informal, conscientious, committed efforts of the staff. Just enough staffing--not too little or too much--a very difficult balance to achieve."

"The course as a whole was excellent. Much credit should go to the three instructors. They have put a lot of work into arrangements for good and competent speakers. The instructors have been able to maintain a high level of student interest and enthusiasm throughout the course--it was not easy. The first week of the Grid was good, as was the remainder of the course. Now comments: I would suggest that the course be made a seven-week course and the Advanced or Senior Management Course be added at the end. I suggested at one time that this course be substituted for the field trip. This still stands as a secondary objective. I would further suggest that the possibility of reducing the cost of the field trip by utilizing such nearby installations as the Goddard Space Center at Greenbelt, Maryland, vs. Houston, and possibly Fort Bragg Special Warfare Center to replace Warren AFB, and that some attention be given to the military and space complex at Norfolk; they have the Langley Space Center, the Norfolk Naval Base with aircraft carriers, nuclear subs, and a naval air station. This would reduce the cost of the tour by about 70 percent, (air costs). For further information on these installations, please contact [REDACTED] I loved every minute of the course."

25X1A

"As a returnee from five years overseas, I found the course most valuable and appropriate in my particular case. Especially interesting and beneficial were the DDS&T, NPIC and DDS presentations. The trip was a useful capstone to the new exposure to missilery and concepts of nuclear strategy. Not least among the benefits was the opportunity to have a frank, knowledgeable discussion with peer counterparts from different career services and to gain an understanding of their problems and contributions to the organization. The OTR course staff were outstanding in keeping things moving and maintaining informally a high level of interest and co-operation from a lively and self-confident group. All in all the most rewarding training and orientation experience in my 19 years with the Agency. The Grid is well worth the time and money invested in it."

SECRET

SECRET

"This has been an extremely valuable, broadening and informative experience. One of the most rewarding aspects has been learning of the experiences and work of other members of the class. I had a couple of periods of extreme fatigue. I don't know what could be done to avoid this, but it certainly affected my participation and what I got out of the course during those periods. I think the course will have more meaning if there is some follow-up; an attempt to continue to inform and exploit this and prior and following groups of middle-managers. I think an effort should be made to orient the course more to Agency activities--perhaps, for example, DDPers should have a formal session or two together during the course. The Grid might be more Agency-oriented. Special thanks for the consideration and helpfulness of the course 'attendants.' They were unfailing in their good humor during what must have frequently been trying and tedious times for them. They helped make the course more meaningful."

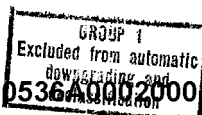
"The administration of the course was excellent, and the organizers, staff who accompanied us, etc. made the trip run very smoothly. Continue the policy of having several GS-15's in the course. Be careful not to let the quality of the students slip. Students who don't contribute take up space which could be occupied by others who would add to the course for other participants."

"This was the most rewarding training experience I've had since entering on duty. My appreciation of this Agency's efforts and those of other members of the defense community has been considerably broadened. There are highs and lows in any course covering as much ground as this one did. The overall impact of the course, however, was very strong. I believe the staff, and particularly [REDACTED] are to be commended for making 'this the 17' an extremely rewarding experience."

25X1A

"In general I would say that this course was well planned and executed. The staff running it did an outstanding job, were cooperative, helpful and certainly humorous at all times. The most significant thing that I obtained from the course was an overview of the Agency's position within the Intelligence Community and the U.S. Government. After ten years in the DDP my own views were definitely 'tribal,' and I had little knowledge on what functions and duties were being performed by the other Directorates, particularly the DDI and the DDS&T. I now believe that I have a pretty good grasp of what the Agency is

-7-

SECRET

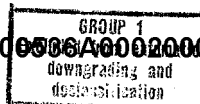
SECRET

doing, and what it should be doing in the future, and that this will allow me to relate this to my own function within the Clandestine Service. We are all human and the personal friendships made in this course with officers from the other components will also be a long term benefit. When trying to work within the Agency it is always important to have personal contacts with whom you can place your trust. I believe the officers attending the course got to know each other pretty well and that many of the friendships will be both professionally and personally rewarding. The Managerial Grid in Phase I also was most useful. This gave you a good insight into your own way of handling and managing people, how other people do it and what is the best way of doing it. I feel that this phase of the course will give me and the Agency long term benefits in the management field. I would also like to recommend that consideration be given to possibly adding a week or two of Advanced Management Planning to the course. Possibly the last week at HQ of the presently structured course could be dropped and the planning course could be inserted. I feel that many of the officers attending the Midcareer Course are already in need of this type of training which is becoming so important within the Agency."

DDI Midcareerists

"Superior to any Agency course I have had! Well thought out and organized. Few improvements can be made--perhaps some thought should be given to including more on management--e.g. Grid - 1 week, CIA - 1 1/2-2 weeks, Advanced Management Course - 1 week (include a week-end), 1 1/2-2 weeks - Part III. The staff did an excellent job. They all have my particular thanks."

"The course, in my opinion, made its greatest impact in giving us the opportunity to hear from the Directorate, Office, and Division heads on the work being done by their components. The overall view and the opportunity given to ask questions of these men was invaluable. Next in value were the talks by outside visitors, which on the whole, were excellent. The field trip and the Grid exercise was the least valuable part of the course except as it served as a means of imparting a sort of esprit de corps. This week might be detached and combined with one or two weeks of case history studies in management, with this reservation, the course is excellent in my view. Of the other OTR courses I have had, it ranks with the Operations Familiarization Course as the best."

SECRET

SECRET

"I consider this course the most valuable single exposure to community and national procedures that I have had to date. Other seminars show organization and have a limited content of appropriate subject matter, but none cover the entire field so well. The hours of laborious organization and coordination were evident from start to finish, and the staff is to be commended for its work. They actually provided the cohesive force that brought separate personalities and subjects into a single, smooth-running operation. The comraderie developed here will carry over."

"Overall extremely worthwhile. I return to my regular salt mine with a fresh appreciation for the entire organization and a little less ready to accept pseudo barriers to doing a better job that are clearly in conflict with the wishes of our higher management."

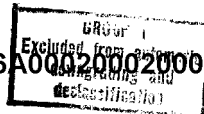
"Despite several shortcomings, I found the course to be a rewarding experience, especially in the insights it provided concerning the activities of other components of the Agency. Although some of the speakers were lousy, the information did come across. Such a course is especially necessary at 'midcareer' in a compartmented Agency such as ours."

"I believe the course as a whole was of much value and was beneficial in every respect. Certainly I leave the course with an expanded view of the Agency, the Intelligence Community, the U.S. Government and world affairs. My view is far less parochial than it was before taking the course. The instructors did an excellent job in all respects and the success of the program is in large part due to their effort. I would suggest one change in course organization, i. e., I would hold the fourth week at [REDACTED] rather than at 1000 Glebe."

25X1A

"The course was excellent and very rewarding. Perhaps its strongest point was the opportunity to meet and talk with other members of the Agency. All of us had informal discussions on work-related problems and criticism of one another's components. I found this very constructive and have obtained several good ideas on my component's intelligence product. A follow-up 'refresher' of perhaps one-week's duration a couple of years in the future would be most useful, assuming midcareer participants have stepped up the GS ladder. During this refresher phase, full concentration would be given to management problems, reflections on how the midcareer had application, and interface with the DDI, DDP, DDS, and DDS&T Directors only."

SECRET



SECRET

DDS Midcareerists

"It's great! The course was well worth the six weeks time it occupied. I feel that I would have derived greater benefit to the Agency and myself had I attended this course at age 35 vice 46. Lastly, credit must be given to the course monitors for a job well done."

"Excellent. Well directed and managed. A credit to the organization, Office of Training and the OTR staff."

"Excellent! Rewarding! Well worth the time! Definitely feel that my career has been greatly enhanced."

"I consider my selection for the course not just as an honor, but a unique opportunity to develop an overview of the Intelligence Community, a broadening of my understanding of world events and political relationships, the strategic posture of our country, equally important, the development of friendships with the other members of the course."

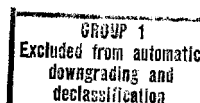
"Possibly the most rewarding aspect of the Midcareer Course was the discovery of the unusually high degree of competence, intelligence, and commitment of Agency officers at their midcareers (if our management really sees a career as having a beginning, a middle, and an end phase). The course also succeeds in its horizon-broadening objective--there is a big country out there, and not everything the Agency does is fumbled, as a whole."

Unidentified Midcareerist

"The one result of the course that probably will have the most lasting result was the fact that everyone had the opportunity to see all aspects of the Agency through constant contact with a diversified group within the Agency. A result of this course is a much greater appreciation of the overall efforts of the Agency and community as a whole. Contacts were made during the course that cannot help but make the everyday responsibilities of the job much easier to handle. These contacts over the years should make the job much easier if they are maintained."

-10-

SECRET



Approved For Release 2000/04/18 : CIA-RDP80-00536A000200020001-1
25X1A

Next 1 Page(s) In Document Exempt

Approved For Release 2000/04/18 : CIA-RDP80-00536A000200020001-1

SECRET

Midcareer Executive Development Course No. 17

Course Report

General Observations

Midcareer Course #17 was conducted during the period 21 July to 30 August 1968. It was the second Midcareer Course to be run during prime summer vacation time. Except for some minor scheduling problems and schedule readjustments during the course, it was run without any crises or flaps.

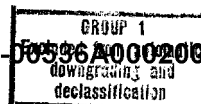
Almost to a man the students of the 17th described the Midcareer Course as the highest quality and best organized and administered course they had ever attended in the Agency. One of the students summed up what appeared to be the prevailing attitude of the class as follows: "The course is great! Leave it alone. Don't change a thing."

This class seemed more enthusiastic, spirited and committed than any of its predecessors. Particularly noticeable during this course was the total lack of "loners" or non-participants among the students. They all were involved and committed and helped make this an exceptionally fine running.

The course was opened by Vice Admiral Rufus Taylor on 17 July 1968 in the USIB conference room. His thoughtful and well-chosen remarks as well as his genial presence set just the right mood and got the course off to a good start. The Director appeared for the final meeting of the class on 30 August 1968. At his request, Mr. Helms' meeting with the class was moved up from the usual late afternoon to a late morning spot. As he often does he chose to have the students address questions to him. The Director was in unusually inspiring form, informal and relaxed, and the class responded with a barrage of well-chosen and pertinent questions. Unfortunately the period was cut somewhat short because of a luncheon appointment the Director had at the White House.

We did not schedule a commencement speaker for this running, since his speech would have had to be scheduled for the afternoon of the last day, and thus have been an anticlimax to the meeting with the

SECRET



SECRET

Director. Recent and past experiences in recruiting a distinguished and well known personage as a commencement speaker suggest that we lay on this important session at least three months in advance.

Phase I

Almost without exception the students found the Managerial Grid phase of the course highly rewarding and useful. Although here and there a few recommendations were made for changes or additions to this phase, the students were in general agreement that their experience in the Grid would indeed result in increasing their managerial effectiveness. They felt that it was the perfect opening week for the course. Several students mentioned that more permanent value would be derived from the Grid if it were followed by a second week of organizational study.

Phase II

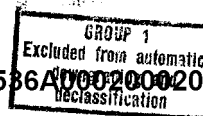
The majority of the students found this the most valuable segment of the course. They thought Phase II was well-structured and most of the speakers were rated from good to outstanding. Although a few of the talks were somewhat less than inspiring, there were no really below par presentations delivered during Phase II or in Phase III for that matter. From student critiques and our own observations we were unable to single out any component as doing a superior job to any of the others. All appeared to do equally well in providing the class with a well-balanced, overall picture of the components' functions and activities.

25X1A

Perhaps the high point of Phase II was the evening session at [REDACTED] with Tom Karamessines. Although all the Deputy Directors did superb jobs and were extremely well received by the students, this session was unique in that it marked the first time that the Deputy Director for Plans had come to [REDACTED] for an evening discussion period with the midcareerists. After a brief opening talk Mr. Karamessines threw the meeting open to questions. He did an outstanding job of presenting the Clandestine Services to the midcareerists, and he was painstaking and candid in answering their questions. When it was time to conclude the question period at the end of the customary two hours, Mr. Karamessines requested that we continue, and the session went on for another hour. Arrangements have already been made for a return engagement by Mr. Karamessines in the next running of the course.

-2-

SECRET



~~SECRET~~

25X1A Three new speakers appeared for the first time in the Midcareer
 25X1A Course. They were: [REDACTED] Chief, Western Hemisphere
 25X1A Division [REDACTED], Chief of Operations, Africa Division; and
 [REDACTED] Chief, Covert Action Staff. As our speaker on "Manage-
 25X1A ment of an Area Division," we were able to get [REDACTED] Chief,
 25X1A WH Division, to substitute for [REDACTED] who was unavail-
 25X1A able. [REDACTED] did an exceptionally fine job, and we hope to have
 25X1A him back in some future runnings of the course. [REDACTED] spoke on
 "Small Station Activities," and [REDACTED] on "The Role of the Covert
 Action Staff." The two latter speakers did very creditable jobs and
 were generally well received by the students.

25X1A

25X1A

25X1A Although he had addressed earlier courses on his experiences as
 Chief of Station, [REDACTED] appeared during this running
 for the first time in his capacity of Legislative Counsel. He gave an
 excellent picture of the role of the Legislative Council and his staff
 and was very well received by the class.

25X1A Special mention should be made that for the first time since the
 earliest days of the Midcareer Course all four Deputy Directors were
 able to come to [REDACTED] and give the lead-off presentation for their
 components. Most of the students expressed their appreciation of this
 and in particular the fact that all four Deputy Directors made them-
 selves available for informal evening sessions at [REDACTED] Un-
 doubtedly their presence did more to insure the success of Phase II
 than any other factor.

25X1A

Phase III

The great majority of the students had only high praise for the
 content and scope of Phase III. Several of the students thought it the
 best and most stimulating phase of the course. Appearing for the first
 time in the Midcareer Course was Myron L. Koenig, Dean for Academic
 Relations of the State Department's Foreign Service Institute. In his
 lead-off presentation to Phase III, Dr. Koenig spoke on "The American
 Mask." His stimulating and provocative talk on U.S. in world affairs
 and the U.S. and Americans as seen by non-Americans was one of the
 outstanding presentations of the entire course. Also appearing for
 the first time as speakers in Phase III were two gentlemen who did
 such excellent jobs that we hope to have them back for future runnings
 of the course. These two were Dr. Herbert Dinerstein, School of
 Advanced International Studies, Johns Hopkins University, who spoke

~~SECRET~~

SECRET

on "Soviet Foreign Policy" and Charles L. Clapp, formerly legislative assistant to Senator Saltonstall and the late President Kennedy, when he served in the Senate. Mr. Clapp, who spoke on the subject of Congressional Dynamics, is now a Special Assistant to the Secretary for the Smithsonian Institution.

The field trip this time took the Midcareer Group first to the NASA launch facilities at Cape Kennedy, Florida, then to the Manned Spacecraft Center at Houston, Texas, and finally to the 90th Missile Wing at Warren Air Force Base near Cheyenne, Wyoming. Highlights of the field trip were of course the visit to the Apollo/Saturn 5 Launch Complex at Cape Kennedy and Minuteman Sites near Cheyenne. We were unable to schedule the NASA installations in the regular order, i. e., commencing with Houston and winding up with Cape Kennedy. The reverse order in which this group visited the two NASA facilities considerably lessened the impact of the Manned Spacecraft Center at Houston. All in all the trip was a great success.

Individual Student Presentations

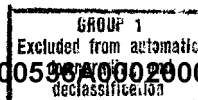
Almost all of the students singled out the individual student presentations as an invaluable and integral part of the course. Some of the students even thought that they derived more from these presentations than any other part of the course. During this running these presentations were equally divided between Phase II and III. For the next course we plan to schedule most of the individual presentations in Phase II, since they appear to have more impact during the Agency phase of the course.

Miscellaneous:

The class profile of MEDC #17 indicates 3 - GS-15's, 9 - GS-14's, 22 - GS-13's and 2 - GS-12's. The average age was 40.5, the age range 33 to 47 and the average grade GS-13.3. Attachment A is a roster of the students along with some vital data on each. As mentioned earlier, this class seemed to have an unusual and contagious esprit which impressed visiting speakers and staff alike. One example of this esprit is that the group has already had a post-course get-together, with more planned. During this get-together the class gave special recognition to [REDACTED] for the splendid job he did in his last course running before becoming OTR Registrar.

25X1A

SECRET



SECRET

Overall Verbatim Comments

Twenty-four out of thirty-four students wrote overall comments. One paper was unidentified as to Directorate.

O/DCI Midcareerists

"The course as a whole is worthwhile. While it would be easy to point to one or two poor speakers, or one or two topics that may not be particularly useful, that would not really dilute my on balance impression that the course is a good one, and that the friendships and contacts made during the course will perhaps be the most valuable long term gain from having participated in it."

DDS&T Midcareerists

"This was an excellent training course. I place high value on what I have learned, received and seen. The course accomplished all the tasks and goals that I thought it could. Six weeks is a long time away from the office, but I feel it is well worth it. The Agency has provided an excellent opportunity both for itself and students. I think advantage was gained on both sides. Congratulations to the staff and faculty."

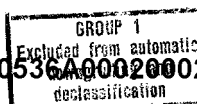
"Really enjoyed MCC and considered it of value in my job. Much of it was stimulating. While some speakers missed the point, they (Phase II) were the men to meet. Can not think of any major changes as you obviously have a well planned session. Minor points are: (a) expand on meaning of Grid exercises, (b) give individual presentations earlier so they are complete in Phase II, (c) include more real parameters in trip briefings. Cut down on NASA; include Navy or Army."

"Six weeks is too much time to devote to the course. A suggested outline for approximately twenty working days follows: Phase I - 5 days, Phase II - 8 days, Phase III - 7 days, for a total of twenty days. The course is well conceived. Organization is very good, and implementation, i. e., facilities and monitoring, was very well handled."

DDP Midcareerists

"An excellent, well-programmed means of exposing what will hopefully be the Agency's future management to the vastness of the

SECRET



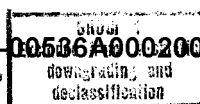
SECRET

Agency's varied operations and responsibilities, those of the Intelligence Community as a whole, the hitherto only vaguely understood relationship of the Agency to the White House, etc. A most important plus is the opportunity the course offers to put in personal contact the officers from all wings of the Agency; the friendships formed here will be lasting and will definitely contribute to better understanding, co-ordination, and effectiveness of its overall operations. The success of the course can be credited to the very fine, informal, conscientious, committed efforts of the staff. Just enough staffing--not too little or too much--a very difficult balance to achieve."

"The course as a whole was excellent. Much credit should go to the three instructors. They have put a lot of work into arrangements for good and competent speakers. The instructors have been able to maintain a high level of student interest and enthusiasm throughout the course--it was not easy. The first week of the Grid was good, as was the remainder of the course. Now comments: I would suggest that the course be made a seven-week course and the Advanced or Senior Management Course be added at the end. I suggested at one time that this course be substituted for the field trip. This still stands as a secondary objective. I would further suggest that the possibility of reducing the cost of the field trip by utilizing such nearby installations as the Goddard Space Center at Greenbelt, Maryland, vs. Houston, and possibly Fort Bragg Special Warfare Center to replace Warren AFB, and that some attention be given to the military and space complex at Norfolk; they have the Langley Space Center, the Norfolk Naval Base with aircraft carriers, nuclear subs, and a naval air station. This would reduce the cost of the tour by about 70 percent, (air costs). For further information on these installations, please contact [REDACTED] 25X1A
I loved every minute of the course."

"As a returnee from five years overseas, I found the course most valuable and appropriate in my particular case. Especially interesting and beneficial were the DDS&T, NPIC and DDS presentations. The trip was a useful capstone to the new exposure to missilery and concepts of nuclear strategy. Not least among the benefits was the opportunity to have a frank, knowledgeable discussion with peer counterparts from different career services and to gain an understanding of their problems and contributions to the organization. The OTR course staff were outstanding in keeping things moving and maintaining informally a high level of interest and co-operation from a lively and self-confident group. All in all the most rewarding training and orientation experience in my 19 years with the Agency. The Grid is well worth the time and money invested in it."

SECRET



SECRET

"This has been an extremely valuable, broadening and informative experience. One of the most rewarding aspects has been learning of the experiences and work of other members of the class. I had a couple of periods of extreme fatigue. I don't know what could be done to avoid this, but it certainly affected my participation and what I got out of the course during those periods. I think the course will have more meaning if there is some follow-up; an attempt to continue to inform and exploit this and prior and following groups of middle-managers. I think an effort should be made to orient the course more to Agency activities--perhaps, for example, DDPers should have a formal session or two together during the course. The Grid might be more Agency-oriented. Special thanks for the consideration and helpfulness of the course 'attendants.' They were unfailing in their good humor during what must have frequently been trying and tedious times for them. They helped make the course more meaningful."

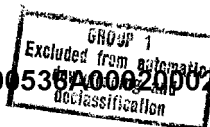
"The administration of the course was excellent, and the organizers, staff who accompanied us, etc. made the trip run very smoothly. Continue the policy of having several GS-15's in the course. Be careful not to let the quality of the students slip. Students who don't contribute take up space which could be occupied by others who would add to the course for other participants."

"This was the most rewarding training experience I've had since entering on duty. My appreciation of this Agency's efforts and those of other members of the defense community has been considerably broadened. There are highs and lows in any course covering as much ground as this one did. The overall impact of the course, however, was very strong. I believe the staff, and particularly [REDACTED] are to be commended for making 'this the 17' an extremely rewarding experience."

25X1A

"In general I would say that this course was well planned and executed. The staff running it did an outstanding job, were cooperative, helpful and certainly humorous at all times. The most significant thing that I obtained from the course was an overview of the Agency's position within the Intelligence Community and the U.S. Government. After ten years in the DDP my own views were definitely 'tribal,' and I had little knowledge on what functions and duties were being performed by the other Directorates, particularly the DDI and the DDS&T. I now believe that I have a pretty good grasp of what the Agency is

SECRET



doing, and what it should be doing in the future, and that this will allow me to relate this to my own function within the Clandestine Service. We are all human and the personal friendships made in this course with officers from the other components will also be a long term benefit. When trying to work within the Agency it is always important to have personal contacts with whom you can place your trust. I believe the officers attending the course got to know each other pretty well and that many of the friendships will be both professionally and personally rewarding. The Managerial Grid in Phase I also was most useful. This gave you a good insight into your own way of handling and managing people, how other people do it and what is the best way of doing it. I feel that this phase of the course will give me and the Agency long term benefits in the management field. I would also like to recommend that consideration be given to possibly adding a week or two of Advanced Management Planning to the course. Possibly the last week at HQ of the presently structured course could be dropped and the planning course could be inserted. I feel that many of the officers attending the Midcareer Course are already in need of this type of training which is becoming so important within the Agency."

DDI Midcareerists

"Superior to any Agency course I have had! Well thought out and organized. Few improvements can be made--perhaps some thought should be given to including more on management--e.g. Grid - 1 week, CIA - 1 1/2-2 weeks, Advanced Management Course - 1 week (include a week-end), 1 1/2-2 weeks - Part III. The staff did an excellent job. They all have my particular thanks."

"The course, in my opinion, made its greatest impact in giving us the opportunity to hear from the Directorate, Office, and Division heads on the work being done by their components. The overall view and the opportunity given to ask questions of these men was invaluable. Next in value were the talks by outside visitors, which on the whole, were excellent. The field trip and the Grid exercise was the least valuable part of the course except as it served as a means of imparting a sort of esprit de corps. This week might be detached and combined with one or two weeks of case history studies in management, with this reservation, the course is excellent in my view. Of the other OTR courses I have had, it ranks with the Operations Familiarization Course as the best."

SECRET

"I consider this course the most valuable single exposure to community and national procedures that I have had to date. Other seminars show organization and have a limited content of appropriate subject matter, but none cover the entire field so well. The hours of laborious organization and coordination were evident from start to finish, and the staff is to be commended for its work. They actually provided the cohesive force that brought separate personalities and subjects into a single, smooth-running operation. The comraderie developed here will carry over."

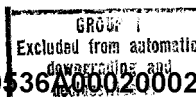
"Overall extremely worthwhile. I return to my regular salt mine with a fresh appreciation for the entire organization and a little less ready to accept pseudo barriers to doing a better job that are clearly in conflict with the wishes of our higher management."

"Despite several shortcomings, I found the course to be a rewarding experience, especially in the insights it provided concerning the activities of other components of the Agency. Although some of the speakers were lousy, the information did come across. Such a course is especially necessary at 'midcareer' in a compartmented Agency such as ours."

25X1A "I believe the course as a whole was of much value and was beneficial in every respect. Certainly I leave the course with an expanded view of the Agency, the Intelligence Community, the U.S. Government and world affairs. My view is far less parochial than it was before taking the course. The instructors did an excellent job in all respects and the success of the program is in large part due to their effort. I would suggest one change in course organization, i. e., I would hold the fourth week at [REDACTED] rather than at 1000 Glebe."

"The course was excellent and very rewarding. Perhaps its strongest point was the opportunity to meet and talk with other members of the Agency. All of us had informal discussions on work-related problems and criticism of one another's components. I found this very constructive and have obtained several good ideas on my component's intelligence product. A follow-up 'refresher' of perhaps one-week's duration a couple of years in the future would be most useful, assuming midcareer participants have stepped up the GS ladder. During this refresher phase, full concentration would be given to management problems, reflections on how the midcareer had application, and interface with the DDI, DDP, DDS, and DDS&T Directors only."

-9-

**SECRET**

SECRET

DDS Midcareerists

"It's great! The course was well worth the six weeks time it occupied. I feel that I would have derived greater benefit to the Agency and myself had I attended this course at age 35 vice 46. Lastly, credit must be given to the course monitors for a job well done."

"Excellent. Well directed and managed. A credit to the organization, Office of Training and the OTR staff."

"Excellent! Rewarding! Well worth the time! Definitely feel that my career has been greatly enhanced."

"I consider my selection for the course not just as an honor, but a unique opportunity to develop an overview of the Intelligence Community, a broadening of my understanding of world events and political relationships, the strategic posture of our country, equally important, the development of friendships with the other members of the course."

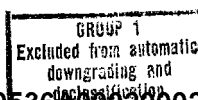
"Possibly the most rewarding aspect of the Midcareer Course was the discovery of the unusually high degree of competence, intelligence, and commitment of Agency officers at their midcareers (if our management really sees a career as having a beginning, a middle, and an end phase). The course also succeeds in its horizon-broadening objective--there is a big country out there, and not everything the Agency does is fumbled, as a whole."

Unidentified Midcareerist

"The one result of the course that probably will have the most lasting result was the fact that everyone had the opportunity to see all aspects of the Agency through constant contact with a diversified group within the Agency. A result of this course is a much greater appreciation of the overall efforts of the Agency and community as a whole. Contacts were made during the course that cannot help but make the everyday responsibilities of the job much easier to handle. These contacts over the years should make the job much easier if they are maintained."

-10-

SECRET



Approved For Release 2000/04/18 : CIA-RDP80-00536A000200020001-1
25X1A

Next 1 Page(s) In Document Exempt

Approved For Release 2000/04/18 : CIA-RDP80-00536A000200020001-1

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

C/MEDC

611 Magazine

CRW Jr

EXTENSION

2243

NO.

DTR-2050

DATE

18 OCT 1968

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

C/SUS

831 1000 Glebe

4 Oct

AR

2.

C/P&M

807 1000 Glebe

*10
x*

B

3.

DDTR

819 1000 Glebe

14 oct 14

W

4.

DTR

819 1000 Glebe

15 Oct

GR

5.

DDTR

15 oct 15

AR

6.

C/P & M

*15
x1*

B

7.

8.

9.

10.

11.

12.

13.

14.

15.

C/MEDC

611 Magazine

To 15:

This report is said to be the most glowing appraisal of a

OVER

3 to 4: I wonder if we could consider routing this to each DD?

AR

No, do not wish to do so. An appropriate précis, especially designed for the staff might be a good thing.

GR

5 to 6: - Please see me.

AR

*Is there anything new? Or, was
it the group itself that made
this running more enthusiastic,
spirited and committed?*

EdL